



Redefining Boundaries

Insights from the Global C-suite Study

Rob van den Dam / Global Telecommunications Industry Leader IBM Institute for Business Value

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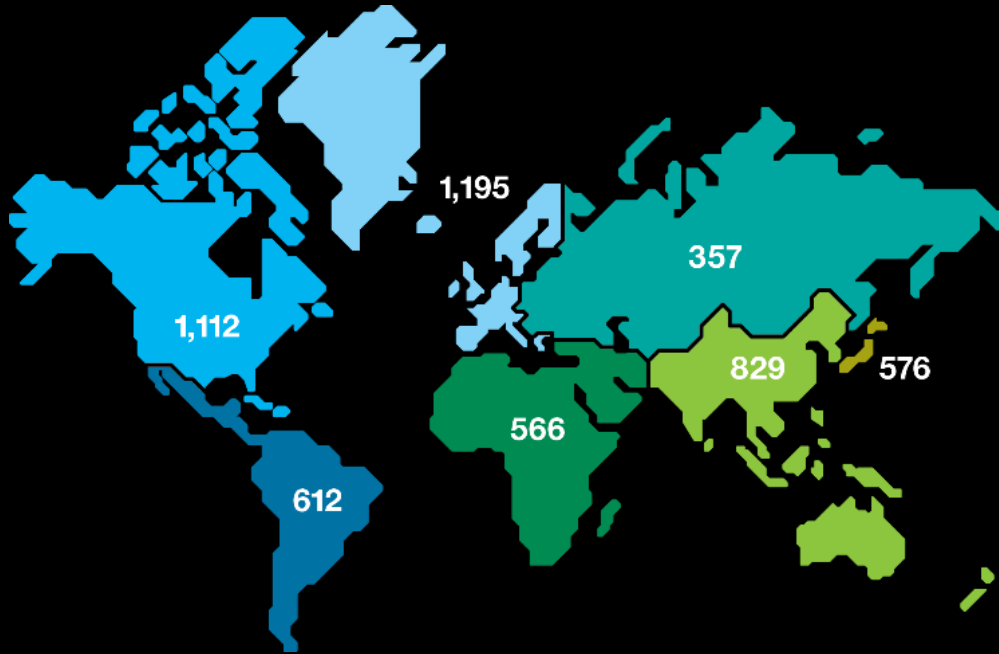




For this study we surveyed
5,247 business leaders...

818	Chief Executive Officers (CEOs)
643	Chief Financial Officers (CFOs)
601	Chief Human Resources Officers (CHROs)
1,805	Chief Information Officers (CIOs)
723	Chief Marketing Officers (CMOs)
657	Chief Operating Officers (COOs)

...from more than **70** countries



- North America
- Central and South America
- Western Europe
- Middle East and Africa
- Central and Eastern Europe
- Asia Pacific
- Japan

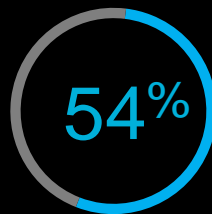
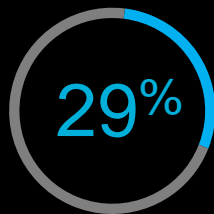
A woman with dark hair is looking out of a window. Her reflection is visible in the glass, creating a layered effect. The lighting is soft and natural, coming from the window. The overall mood is contemplative and focused.

What's putting the world's
top executives on edge?

CxOs are terrified of outsiders making a land grab

Business landscape change (in 3 to 5 years)

More competition expected
from within the **same** industry



More competition expected
from **other** industries

“We used to look at the Four Seasons as a competitor.
Now we look at disruptors like Airbnb.”

CMO, Travel, United Arab Emirates

In Telecom and China, competition from outside has already been a threat for many years

More competition expected from **other** industries



..... any many more



“The ‘Uber syndrome’ – where a competitor with a completely different business model enters your industry and flattens you.”

Judy Lemke, CIO, Schneider, United States

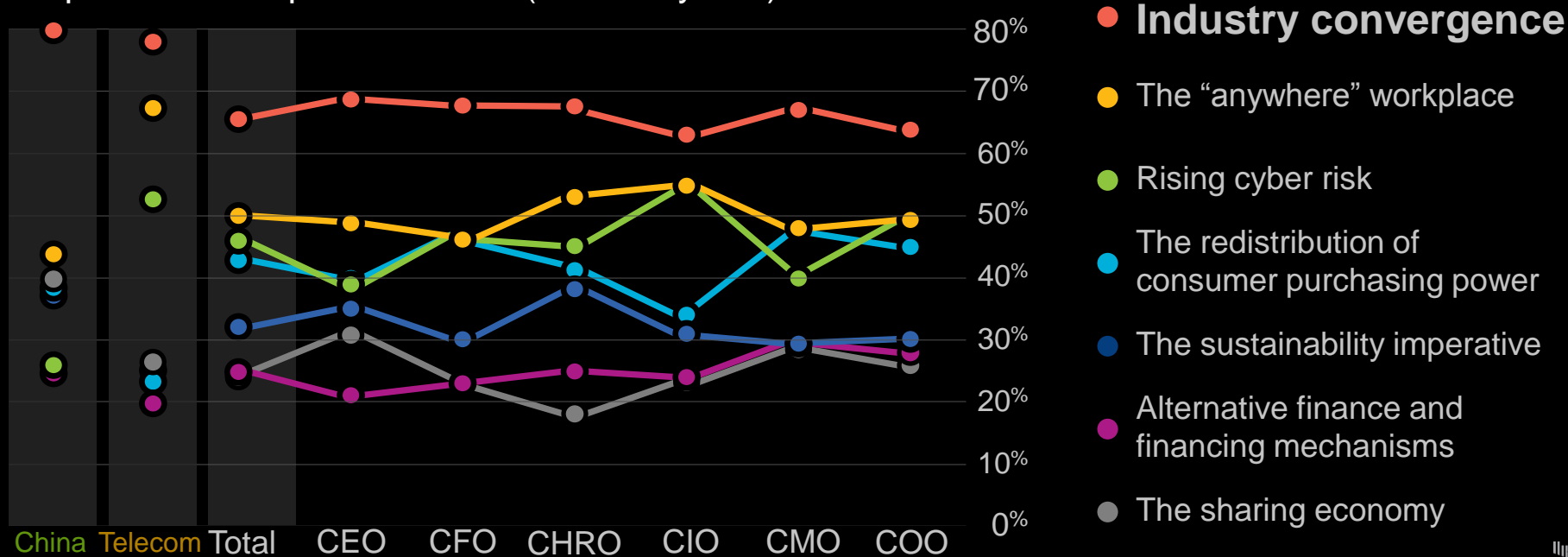




Prepare for the digital invaders
Create a panoramic perspective
Be first, be best, or be nowhere

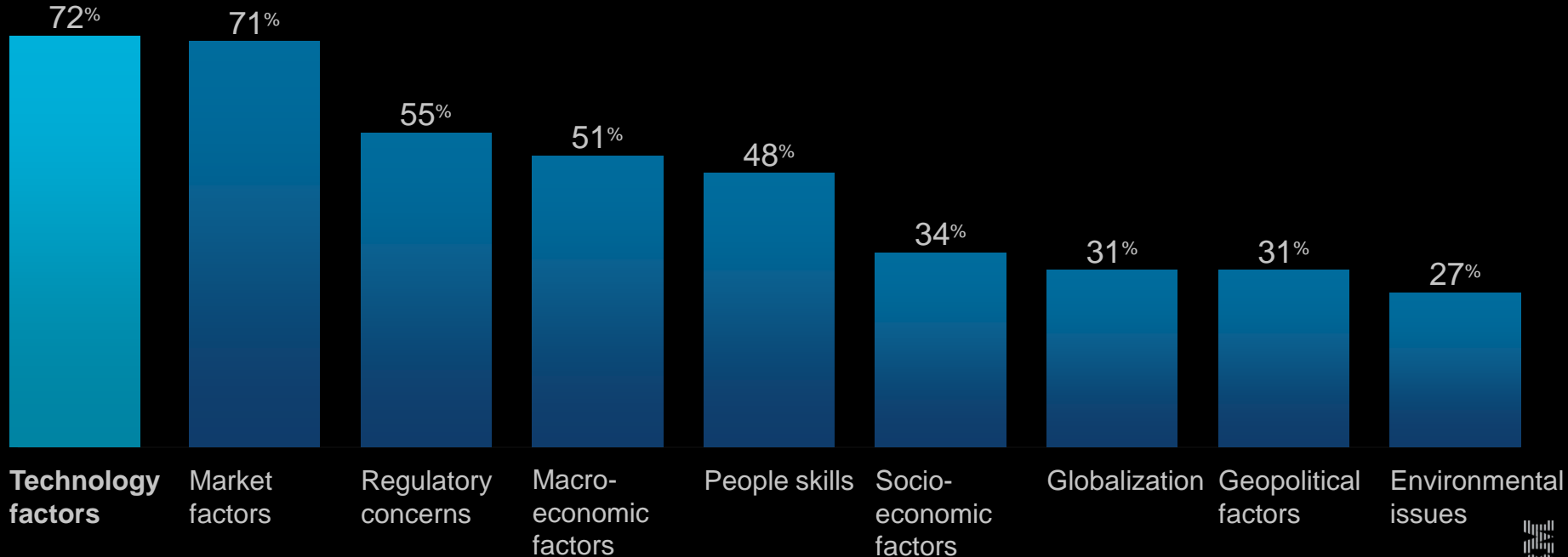
CxOs expect *industry convergence* to have the biggest impact on their business

Top trends to impact business (in 3 to 5 years)

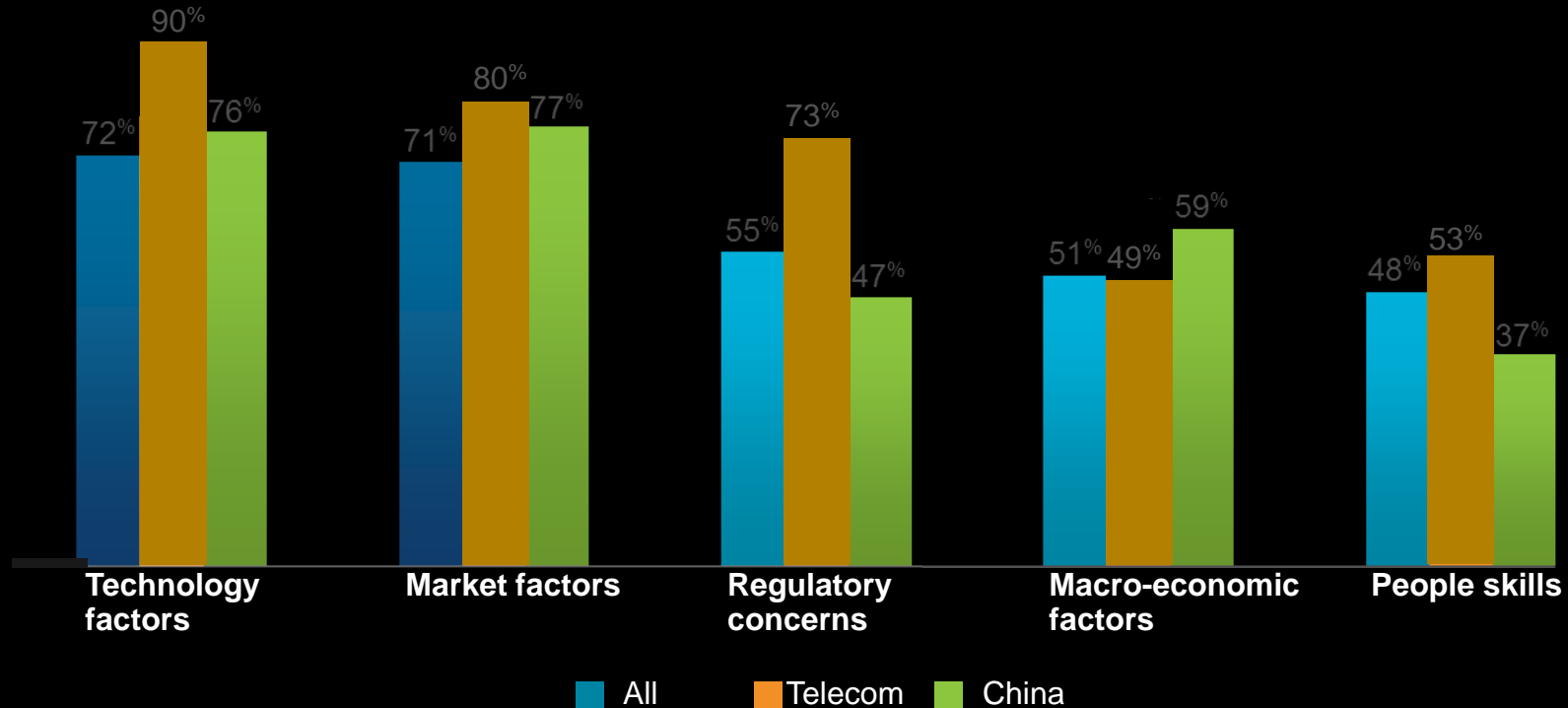


For the first time, the entire C-suite selected technology as the main game changer

External forces impacting the enterprise (in 3 to 5 years)



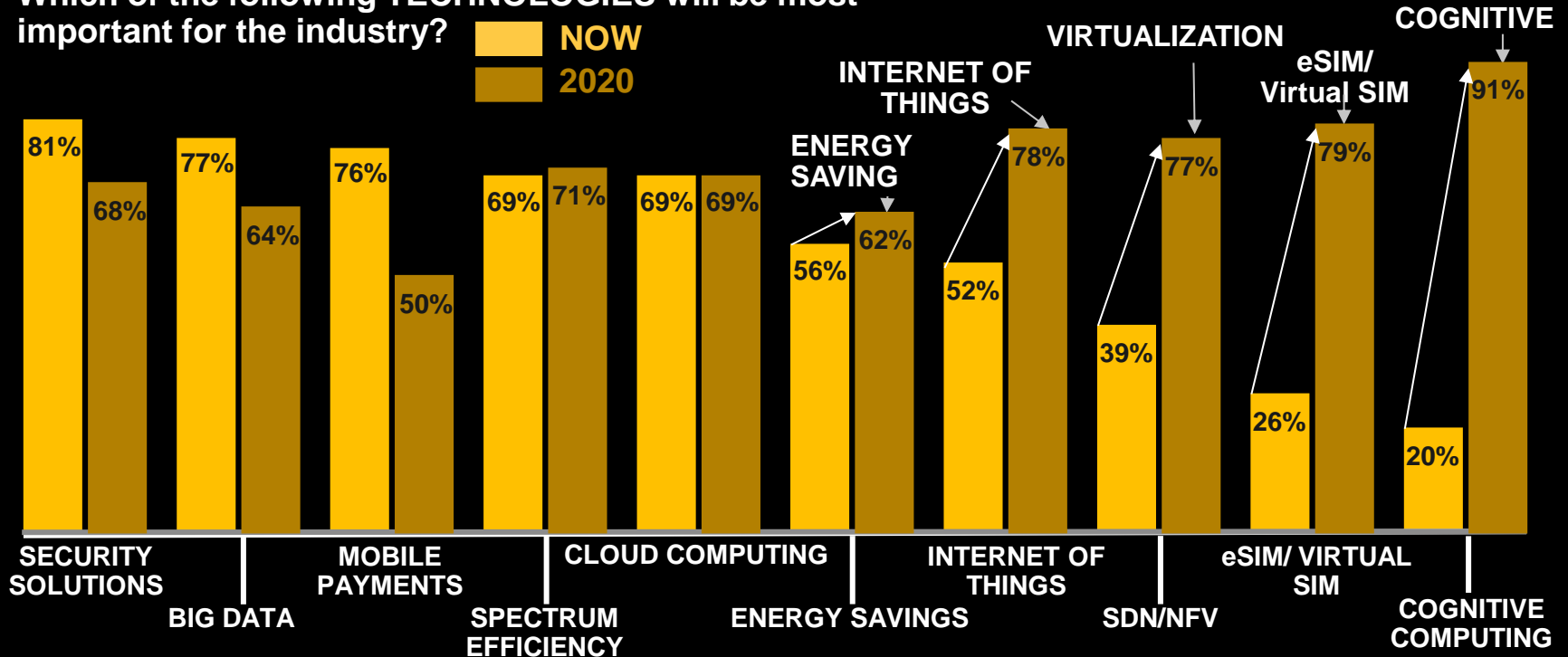
Telecommunications is by far the main game changer in Telecommunications



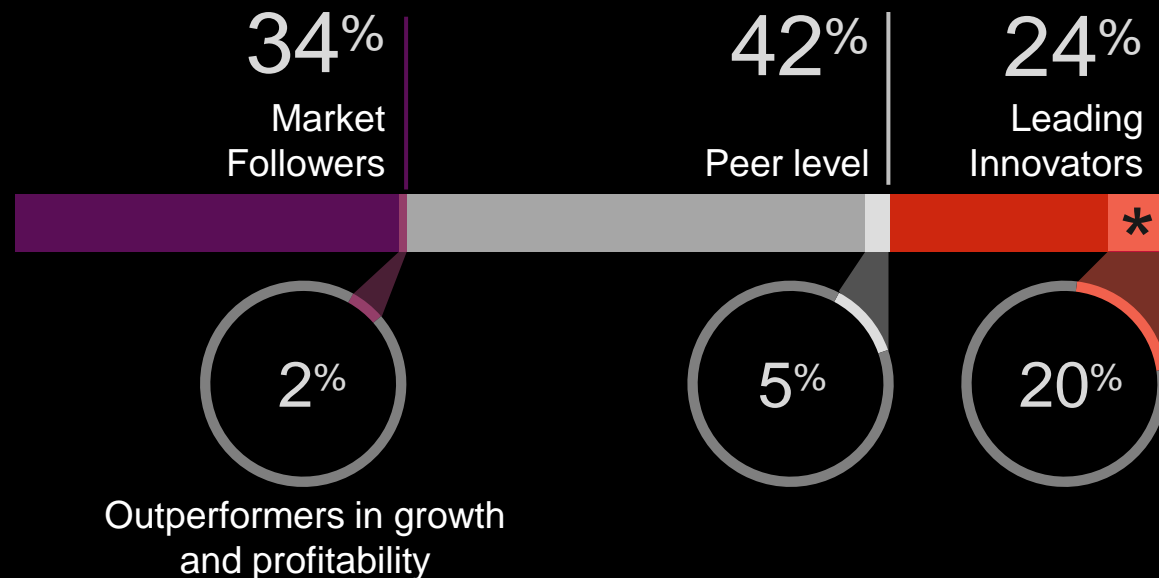
In coming years, Telcos expect increased impact from cognitive, SDN/NFV, eSIMs, IoT and energy savings

Which of the following TECHNOLOGIES will be most important for the industry?

NOW
2020



We have identified a small group of leading innovators that financially outperform: Torchbearers



* Torchbearers

100%

are Leading Innovators

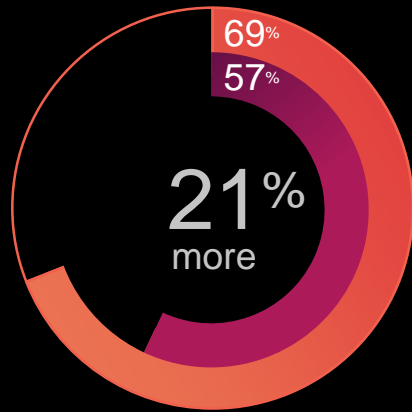
20%

of Leading Innovators are Outperformers; thus

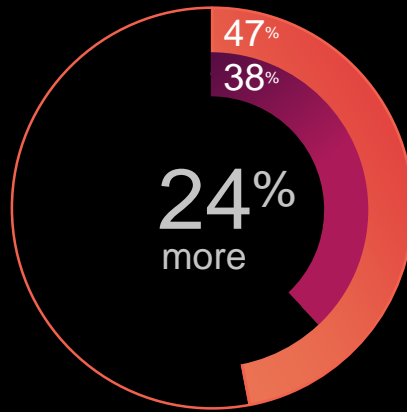
5%

of the total population are Torchbearers

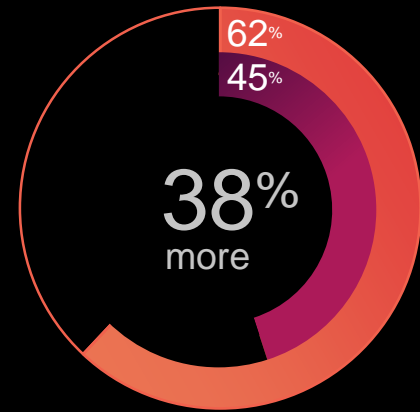
Torchbearers are better placed to take on the disrupters



Greater focus on
new markets




Cognitive computing



More decentralized
decision-making

● Torchbearers ● Market Followers

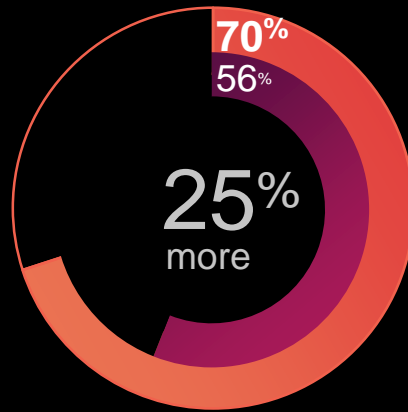


“We need to change the way we make decisions. If we empower our employees more and more, we’ll be able to accelerate the speed at which we do business.”

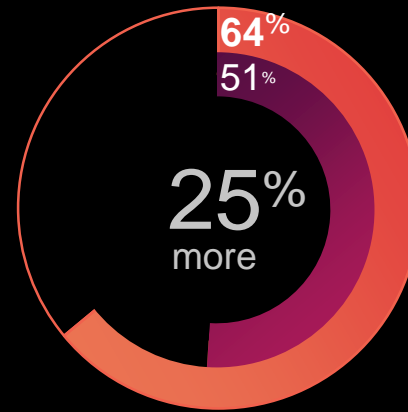
Shogo Ikeuchi, CHRO, Recruit Holdings, Japan

Torchbearers are far more concerned with preparing to change how they go to market

Parts of the business most impacted by the next wave



Revenue model



Customer segments

● Torchbearers ● Market Followers

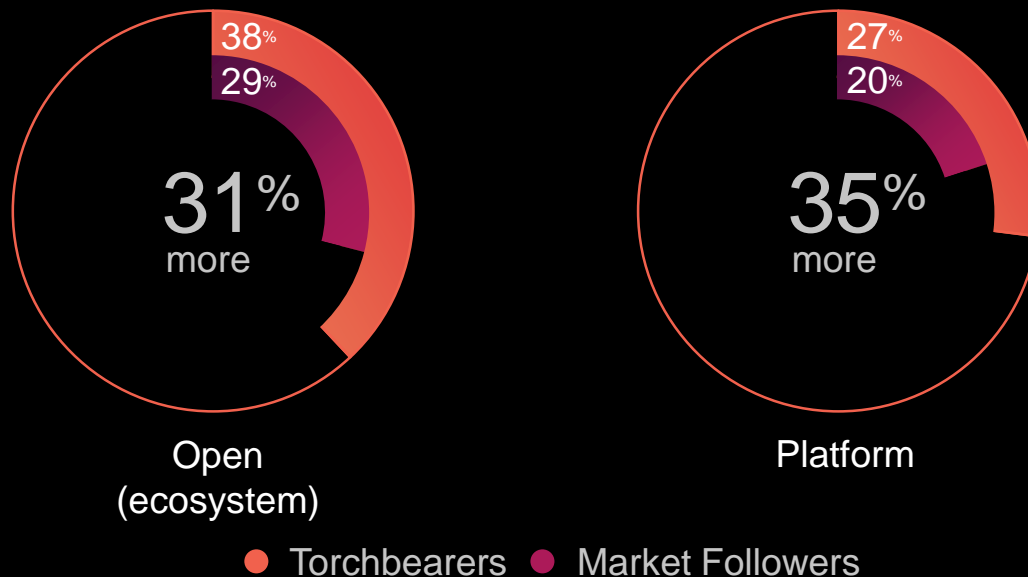
“Uber has a market cap that exceeds the market cap of all the car rental companies combined, and it’s only an app.”

CMO, Transportation, United States



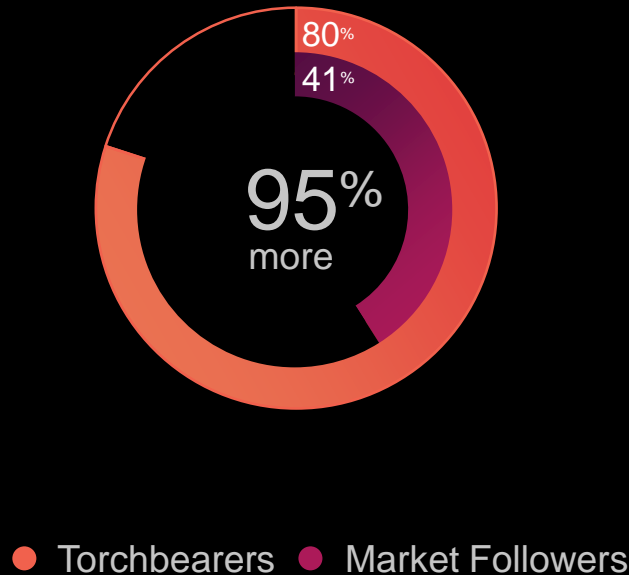
Torchbearers are more likely to have deployed a more future-oriented business model

Business model types (currently using)



Whether launching a new business model or a new product offering, Torchbearers prefer to be first

Preference to reach the market first

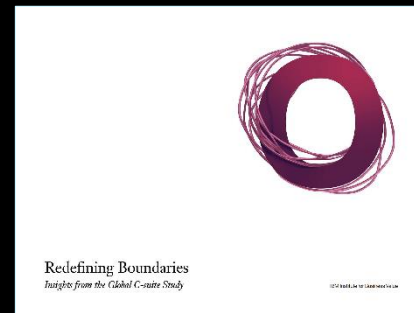
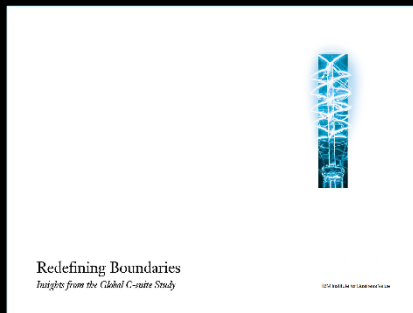
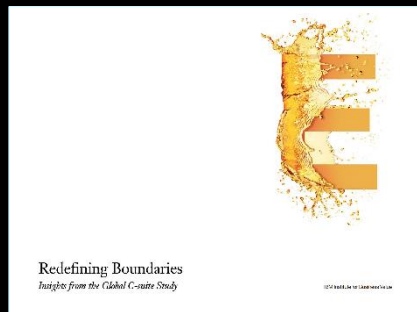


The background of the slide is a grayscale photograph of two male athletes in a race. They are wearing white tank tops and dark shorts, and are captured in a dynamic, forward-leaning pose as if running or swimming. The image has a motion blur effect, emphasizing speed.

Scope Scale Speed

What's next?

ibm.com/csuitestudy





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